

An Empirical Study on Managerial Decision-Making Styles Across Demographics in India

¹**Aayushi Pandey**

Research Scholar, SLM, Manav Rachna International Institute of Research & Studies, Faridabad, India

aayushi.pandey2122@gmail.com

²**Dr. Nandini Srivastava,**

Supervisor, Professor, SLM, Manav Rachna International Institute of Research & Studies, Faridabad, India

³**Dr. Vandana Gambhir,**

Joint Supervisor, Assistant Professor, Laxmibai College, University of Delhi, India

Abstract

This study explores the diversity of decision-making styles adopted by managerial professionals and examines how these styles differ across demographic variables including age, gender, educational qualification, and work experience. Using the General Decision-Making Styles (GDMS) scale developed by Scott and Bruce (1995), five key decision-making orientations—rational, intuitive, dependent, avoidant, and spontaneous—were measured on a sample of working managers. A cross-sectional quantitative design was used, with data collected from 111 managers across sectors in India using stratified random sampling. Descriptive and inferential statistical analyses, including ANOVA and t-tests, were conducted. Results indicated managers predominantly use rational and intuitive decision-making styles, with dependent styles also notably present. Significant differences were observed in rational decision-making across age and education, with older and more educated managers showing higher rationality; intuitive and dependent styles differed by gender, favoring females, while dependent style also varied significantly by experience, being more common among less experienced managers.

Keywords: Decision-making styles, GDMS, rational, intuitive, avoidant, spontaneous, managerial behavior, demographics

Introduction

Decision-making lies at the heart of managerial functioning, profoundly shaping organizational performance, leadership effectiveness, and strategic alignment. Historically, scholarship was dominated by normative models prescribing ideal rational actions, such as the Vroom and Yetton (1973) model on participative decision-making. However, limitations of these prescriptive frameworks led to the development of descriptive models, emphasizing the inherent diversity and stability in how individuals actually make decisions (Driver, Brousseau, & Hunsaker, 1990). This shift highlighted that decision-making styles are habitual cognitive-affective patterns rooted in personality, learning, and organizational context (Drucker, 1967; Mintzberg, 1973).

Among the most prominent descriptive models is the General Decision-Making Styles (GDMS) framework by Scott and Bruce (1995), which identifies five stable styles: rational (logical, methodical), intuitive (emotionally/instinctively based), dependent (relying on others), avoidant (delaying/evading), and spontaneous (quick, impulsive). These styles are conceptualized as learned, consistent responses to decision situations, rather than transient states (Scott & Bruce, 1995; Papadakis, Thanos & Barwise, 2010). The GDMS has become foundational for understanding individual differences in managerial decision behavior, especially its interaction with organizational demands and personal dispositions.

Beyond GDMS, other models contribute to understanding managerial decision-making. Janis and Mann's (1979) and Flinders decision making questionnaire II in Mann (1982) reported conflict decision styles as vigilance, hypervigilance, defensive avoidance and emphasized role of emotional regulation and cognitive load in decision making. Dual-processing typologies (Evans, 2010) distinguish between intuitive (Type I) and analytical (Type II) reasoning. While GDMS is widely used, studies integrating dual-processing theories highlight managers' fluidity in shifting between intuitive and analytical modes based on complexity, time pressure, and confidence (Kahneman, 2011; Sadler-Smith, 2011). This suggests that effective decision-making often involves a judicious blend of styles (Shanteau, 1988).

(Nov 2025) An Empirical Study on Managerial Decision-Making Styles Across Demographics in India

International Journal of Economic Perspectives, 19 (11) 01-1942

ISSN: 1307-1637 UGC CARE GROUP II

Retrieved from <https://ijeponline.com/index.php/journal>

Empirical research increasingly focuses on the role of demographic factors—age, gender, education, and experience—in shaping decision-making preferences. Internationally, age is a critical variable, with conflicting findings. Some evidence suggests older managers may be more intuitive due to cognitive shifts (Finucane et al., 2002), while others indicate more rational and reflective decision-making due to accumulated expertise (Goll & Rasheed, 2005; Kim & Hasher, 2005). These variations underscore the complex interplay of cognitive aging, domain-specific expertise, and managerial demands.

Gender-based differences are also reported, with women sometimes scoring higher on intuitive and dependent styles, and men preferring rational or spontaneous approaches (Pacini & Epstein, 1999; Sadler-Smith, 2011). However, reported effect sizes are often small and inconsistent across cultural contexts (Leybourne & Sadler-Smith, 2011; Croson & Gneezy, 2009), highlighting the need for culturally nuanced investigations. Education consistently emerges as a strong predictor. Higher formal education, particularly in management, is associated with a greater preference for rational and less dependent or avoidant decision-making (Harren et.al., 1978; Papadakis, Thanos & Barwise, 2010; Goll & Rasheed, 2005). Education is posited to enhance analytical capacity, critical thinking, and structured problem-solving.

Professional experience or tenure also influences managerial capabilities, including decision-making. Extensive experience often leads to deeper understanding and enhanced intuitive decision-making through tacit knowledge and pattern recognition (Shanteau, 1988). Experience can also refine rational approaches by enriching data interpretation and risk assessment. Some studies link greater managerial experience to rationality and reduced avoidance (Reed, 2007). However, other research suggests that once age and education are accounted for, experience alone may not significantly predict distinct decision styles (Eisenhardt, 1989; Goll & Rasheed, 2005), implying an interaction with, or mediation by, cognitive development and formal learning.

A significant stream of research emphasizes the moderating role of cultural background. Studies based on Hofstede's (1980) theory suggest collectivist cultures (e.g., India, China, Japan) tend to foster dependent and avoidant styles due to emphasis on social harmony, hierarchical deference, and risk aversion (Varnum, Grossmann, Kitayama, & Nisbett, 2010; Weber & Hsee, 2000).

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Conversely, individualistic cultures (Western Europe, US) reward assertive, autonomous decision-making, reinforcing rational and spontaneous styles. Martinsons (2006) and Phillips et.al., (2016) and showed South Asian managers exhibited significantly higher dependent style scores compared to Western counterparts, irrespective of gender or age, underscoring cultural influence.

In the Indian context, a growing body of empirical studies has applied GDMS. Verma and Rangnekar (2015), in a large-scale validation study among 500 Indian managers, confirmed the five-factor structure and significant differences across age, gender, education, and experience. Older, male, and postgraduate-educated managers showed higher rationality, while younger and less experienced respondents were more prone to spontaneous and dependent styles. Similarly, Patra and Rebellow (2017) found age and experience effects among Indian executives, with senior managers exhibiting more vigilant styles and junior managers leaning toward avoidant patterns, aligning with hierarchical and deference dynamics in Indian corporate settings.

Other Indian studies link leadership style with decision-making preferences. Verma, Mohapatra, and Pathak (2015) found transformational leaders predominantly used rational and intuitive styles, while transactional and laissez-faire leaders leaned toward dependent or avoidant styles, echoing global research that leadership posture moderates cognitive strategies (Bass & Avolio, 1994; Verma et.al, 2012). However, few Indian studies have explored interaction effects (e.g., gender and experience jointly shaping styles) or longitudinal patterns of style evolution. Comparative analyses indicate more pronounced gender differences in India, particularly dependent styles among female managers (Martinsons, 2006). While education rationalizes across cultures, in collectivist contexts like India, even highly educated managers may blend rational and dependent styles due to deference to authority and group consensus (Hofstede, 1980). Avoidant and spontaneous styles, while often seen as less desirable, may be adaptive in high-pressure or ambiguous settings, representing proactive agency rather than impulsiveness in bureaucratic environments (Brooks, 2011; Kaur, 1993; Neha et al., 2015).

Despite these advances, research gaps persist. Much literature is cross-sectional, based on convenience samples, and rarely integrates all five GDMS styles across multiple demographic dimensions in a single model. Understanding these patterns is essential for developing effective

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training, delegation models, and communication strategies in organizations. Given this context, the present study rigorously evaluates the five GDMS decision-making styles among Indian managers, examining differences across age, gender, educational qualification, and professional experience. This integrated, statistically robust analysis addresses critical methodological and substantive gaps, offering insights into how managerial decision-making is shaped by personal and professional attributes in the nuanced Indian workplace.

Research Aim: To evaluate the managerial decision-making styles employed by managers, considering rational, intuitive, dependent, avoidant, and spontaneous approaches, and to investigate the influence of age, gender, education, and experience on these styles.

Research Objectives:

- To describe the various types of decisions commonly taken by managers and to ascertain the descriptive prevalence of rational, intuitive, dependent, avoidant, and spontaneous decision-making styles among managers.
- To examine whether there are significant differences in decision-making styles across different age groups of managers.
- To investigate whether there are significant differences in decision-making styles between male and female managers.
- To determine if there are significant differences in decision-making styles across different educational levels of managers.
- To explore whether there are significant differences in decision-making styles across different levels of professional experience among managers.

Research Hypotheses

Based on the theoretical framework and existing literature, the following hypotheses will guide the study:

H1: There will be significant differences in managerial decision-making styles (rational, intuitive, dependent, avoidant, and spontaneous) across various age groups.

H2: There will be significant differences in managerial decision-making styles (rational, intuitive, dependent, avoidant, and spontaneous) between male and female managers.

H3: There will be significant differences in managerial decision-making styles (rational, intuitive, dependent, avoidant, and spontaneous) across different levels of educational attainment.

H4: There will be significant differences in managerial decision-making styles (rational, intuitive, dependent, avoidant, and spontaneous) across different levels of professional experience.

Methodology

Research Design

This study employed a quantitative, cross-sectional survey design to investigate managerial decision-making styles and their relationship with various demographic factors. This approach was selected for its efficiency in collecting data from a large sample at a single point in time, enabling the measurement of variables and the statistical analysis of associations and differences between groups.

Participants

The target population for this study comprised managers from diverse organizational settings in Indian organizations. A stratified random sampling was utilized for participant recruitment, involving the dissemination of an online survey link through professional networks and organizational contacts. A total of 111 managers voluntarily participated in the study.

The sample comprised 111 managers, with a majority identifying as male ($n = 66$, 59.5%) and 45 (40.5%) as female. Participants represented a range of age groups: 5 (4.5%) were below 25 years, 30 (27.0%) were between 25-35 years, 53 (47.7%) were between 35-45 years, and 23

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(20.7%) were above 45 years. In terms of education, a substantial majority held a Post Graduation degree ($n = 79$, 71.2%), while 32 (28.8%) had completed Graduation. Professional experience levels varied, with 10 (9.0%) having less than 5 years of experience, 15 (13.5%) having 5-10 years, and a large proportion, 86 (77.5%), possessing more than 10 years of experience. The detailed demographic distribution of the sample is presented in Table 1.

Table 1 Sample Characteristics ($N = 111$)

Characteristic	Category	n	%
Gender	Male	66	59.5
	Female	45	40.5
Age	Below 25 years	5	4.5
	25-35 years	30	27.0
	35-45 years	53	47.7
	Above 45 years	23	20.7
Education	Graduation	32	28.8
	Post Graduation	79	71.2
Experience	Less than 5 years	10	9.0
	5-10 years	15	13.5
	More than 10 years	86	77.5

Measures

The data collection instrument was a multi-part online questionnaire designed to gather both demographic information and assess decision-making styles.

1. Demographic Questionnaire: This section collected essential sociodemographic data from each participant, including age, gender, education, and experience, categorized as described above.
2. General Decision-Making Style (GDMS) Scale (Scott & Bruce, 1995): This widely recognized and validated self-report instrument was used to measure participants' preferred decision-making styles. The GDMS Scale consists of 25 items, each rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The scale is structured into five distinct subscales, each representing a specific decision-making style: Rational, Intuitive, Dependent, Avoidant, and Spontaneous. Higher scores on a particular subscale indicate a stronger preference for that decision-making style. The Cronbach alpha reliability coefficient for the scale was found to be 0.89.

Procedure

Data collection was conducted entirely through a secure online survey platform through google form to ensure broad accessibility and efficient data management. Prior to the commencement of data collection, the study protocol, including all questionnaires and informed consent procedures, received formal approval from the ethical committee, ensuring adherence to all ethical guidelines. A small pilot study was conducted with a group of managers (not included in the main study sample) to evaluate the clarity of survey instructions, the comprehensibility of all questionnaire items, and to estimate the average time required for completion. Feedback obtained from this pilot phase was meticulously incorporated to refine the survey instrument. Potential participants were invited to partake in the study via electronic invitations distributed through professional networks and organizational contacts. The initial page of the online survey prominently displayed a detailed informed consent form, clearly articulating the study's objectives, emphasizing the voluntary nature of participation, guaranteeing the confidentiality and anonymity of all responses, and affirming the participants' right to withdraw from the study at any point without penalty. Participants were required to provide explicit electronic consent before gaining access to the survey questions. Upon providing consent, participants proceeded to complete the questionnaire, first responding to the demographic questions, followed by all 25 items of the General Decision-Making Style (GDMS) Scale. The online platform ensured that all responses were recorded directly and securely. The estimated time for participants to complete the entire survey was approximately 15-20 minutes. All collected data were automatically anonymized by the survey platform to protect participant privacy and stored securely on password-protected servers, with access strictly limited to the principal researcher to maintain confidentiality.

Data Analysis

The collected quantitative data were meticulously analyzed using Statistical Package for the Social Sciences (SPSS) software. To address Objective 1 (ascertaining the descriptive prevalence of decision-making styles), descriptive statistics, including means, standard deviations, and ranges, were computed for the scores on each of the five GDMS subscales (Rational, Intuitive,

Dependent, Avoidant, Spontaneous). Frequencies and percentages were also generated for all demographic variables to describe the sample characteristics. Prior to hypotheses testing, the internal consistency reliability of the GDMS subscale was assessed using Cronbach's Alpha coefficient. To test the formulated hypotheses (H1, H2, H3, H4) regarding differences in decision-making styles across demographic groups, inferential statistical tests were performed. Independent Samples t-tests were conducted to examine significant differences in GDMS scores between male and female managers (Hypothesis 2) and educational levels-graduation and post- graduation (Hypothesis 3). One-Way Analysis of Variance (ANOVA) was utilized to assess significant differences in GDMS scores across the different categories of age (Hypothesis 1), and experience levels (Hypothesis 4).

Results

Prevalence of Managerial Decision-Making Styles

To ascertain the descriptive prevalence of rational, intuitive, dependent, avoidant, and spontaneous decision-making styles among managers, descriptive statistics were calculated for each style based on the General Decision-Making Style (GDMS) Scale. As shown in Table 2, the mean scores, standard deviations, and ranges provide insight into the predominant styles within the sample of 111 managers.

Table 2 *Descriptive Statistics for Managerial Decision-Making Styles (N = 111)*

Decision-Making Style	N	M	SD	Skewness	Kurtosis
Rational	111	20.55	2.23	-.912	1.719
Intuitive	111	17.83	3.82	-.328	-.294
Dependent	111	16.90	3.58	-.299	.327
Avoidant	111	12.73	4.34	.660	.023
Spontaneous	111	14.27	3.71	.463	.036

As presented in Table 2, managers in the sample exhibited varying preferences across the five decision-making styles. The Rational style emerged as the most prevalent, with a mean score of 20.55 ($SD = 2.23$). This indicates a strong inclination among the managers to engage in logical, systematic, and analytical approaches when making decisions. Following the Rational style, the Intuitive style had the second highest mean score of 17.83 ($SD = 3.82$), suggesting that managers

(Nov 2025) An Empirical Study on Managerial Decision-Making Styles Across Demographics in India

International Journal of Economic Perspectives, 19 (11) 01-1942

ISSN: 1307-1637 UGC CARE GROUP II

Retrieved from <https://ijeponline.com/index.php/journal>

also frequently rely on their gut feelings, instincts, and holistic assessments. The Dependent style, characterized by seeking advice and opinions from others, showed a mean score of 16.90 ($SD = 3.58$). The Spontaneous style, involving quick and impulsive decisions, had a mean of 14.27 ($SD = 3.71$). Finally, the Avoidant style, marked by delaying or evading decisions, was the least prevalent, with the lowest mean score of 12.73 ($SD = 4.34$).

In terms of relative standing from most to least preferred, the managerial decision-making styles in this sample were ordered as follows: Rational (Highest), Intuitive, Dependent, Spontaneous, and Avoidant (Lowest). The relatively low standard deviation for the Rational style suggests a more consistent preference for this approach across the sample, while higher standard deviations for other styles like Avoidant indicate greater variability in their adoption among managers.

Hypothesis Testing: Managerial Decision-Making Styles Across Demographics

To examine the influence of age, gender, education, and experience on managerial decision-making styles, inferential statistical analyses were conducted. Table 3 presents a summary of the significant findings from the independent samples *t*-tests and one-way Analysis of Variance (ANOVA), including relevant descriptive statistics for significant comparisons.

Table 3 Significant Differences in Managerial Decision-Making Styles Across Demographic Groups ($N = 111$)

Decision-Making Style	Demographic Variable	Group	<i>M</i>	<i>SD</i>	Test Statistic	<i>p</i>
Rational	Age	Below 25 years	17.20	3.56	$F(3, 107) = 4.67$	.004**
		25-35 years	20.50	2.27		
		35-45 years	20.67	2.06		
		Above 45 years	21.08	1.70		
Intuitive	Gender	Male	17.03	3.57	$t(109) = -2.17$	.032*
		Female	19.00	3.53		
Dependent	Gender	Male	16.03	3.53	$t(109) = -2.57$	.011*
		Female	18.16	3.41		
Rational	Education	Graduation	19.16	2.05	$t(109) = 2.93$	.004**
		Post Graduation	21.11	2.03		
Dependent	Experience	Less than 5 years	19.60	3.50	$F(2, 108) = 4.30$	.016*
		5-10 years	17.20	3.01		
		More than 10 years	16.49	3.61		

Note. $p < .05$.

The analysis revealed several significant findings regarding the influence of demographic factors on managerial decision-making styles.

For Hypothesis 1, which posited significant differences in decision-making styles across various age groups, a one-way ANOVA indicated a significant effect for the Rational decision-making style, $F(3, 107) = 4.67, p = .004$. Managers aged above 45 years reported the highest mean score ($M = 21.08, SD = 1.70$), followed by those between 35-45 years ($M = 20.67, SD = 2.06$), and 25-35 years ($M = 20.50, SD = 2.27$). Managers below 25 years exhibited the lowest mean for Rationality ($M = 17.20, SD = 3.56$). This means rational decision-making increases with age in the managerial sample. No other decision-making styles showed significant differences across age groups.

Regarding Hypothesis 2, which predicted significant differences in decision-making styles between male and female managers, independent samples *t*-tests revealed significant effects for Intuitive and Dependent styles. Female managers reported significantly higher scores on the Intuitive style ($M = 19.00, SD = 3.53$) compared to male managers ($M = 17.03, SD = 3.57$), $t(109) = -2.17, p = .032$. Similarly, female managers also scored significantly higher on the Dependent style ($M = 18.16, SD = 3.41$) than male managers ($M = 16.03, SD = 3.53$), $t(109) = -2.57, p = .011$. No significant gender differences were found for Rational, Avoidant, or Spontaneous styles.

For Hypothesis 3, examining differences across educational attainment levels, an independent samples *t*-test showed a significant difference for the Rational decision-making style, $t(109) = 2.93, p = .004$. Managers with a Post Graduation degree exhibited significantly higher scores on the Rational style ($M = 21.11, SD = 2.03$) compared to those with a Graduation degree ($M = 19.16, SD = 2.05$).

Finally, for Hypothesis 4, concerning differences across professional experience levels, a one-way ANOVA revealed a significant effect for the Dependent decision-making style, $F(2, 108) = 4.30, p = .016$. Managers with less than 5 years of experience reported the highest mean score for the Dependent style ($M = 19.60, SD = 3.50$), followed by those with 5-10 years of experience ($M = 17.20, SD = 3.01$), and managers with more than 10 years of experience exhibited the lowest mean ($M = 16.49, SD = 3.61$). This means that as experience increases, the dependent decision-

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International Journal of Economic Perspectives, 19 (11) 01-1942

ISSN: 1307-1637 UGC CARE GROUP II

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making styles of managers decreases. No significant differences were observed for Rational, Intuitive, Avoidant, or Spontaneous styles across experience levels.

Discussion

The present study aimed to comprehensively evaluate the descriptive prevalence of rational, intuitive, dependent, avoidant, and spontaneous decision-making styles among managers, and further investigate how these styles are influenced by key demographic factors, including age, gender, educational attainment, and professional experience. The findings collectively offer a nuanced understanding of managerial decision-making, providing insights into the predominant stylistic preferences within the sample and revealing specific demographic correlates that shape these approaches, thereby enriching the existing literature on organizational behavior, leadership, and human resource management, particularly within the Indian context.

The descriptive analysis of managerial decision-making styles illuminated a clear hierarchy of preference among the surveyed managers. The Rational style emerged as the most prominent, indicating a strong inclination among managers to adopt systematic, logical, and analytical approaches when confronting decisions. This preference aligns well with normative decision-making models that advocate for objective, data-driven processes as an ideal for optimizing organizational outcomes (Vroom & Yetton, 1973). The consistent manifestation of this style across the sample underscores a prevailing adherence to structured problem-solving and evidence-based reasoning, a characteristic often cultivated through formal education and professional training. Following the rational approach, the Intuitive style was the second most preferred, suggesting that managers frequently complement their analytical processes with reliance on gut feelings, instincts, and holistic assessments. This dual-processing capability, where managers can fluidly shift between analytical (Type II) and intuitive (Type I) modes, is increasingly recognized as crucial for effective decision-making, especially in complex and time-pressured environments (Evans, 2010; Kahneman, 2011; Minbashian, Birney, & Bowman, 2019; Sadler-Smith, 2011). The co-existence of strong rational and intuitive preferences indicates that managers are not solely reliant on pure logic but also leverage tacit knowledge and pattern recognition honed through experience.

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The Dependent style, characterized by seeking extensive advice and opinions from others, held a noteworthy third position in terms of preference. This finding is particularly salient in the context of India's generally collectivist cultural orientation, where social harmony, consensus-building, and hierarchical deference are often prioritized (Hofstede, 1980; Varnum et al., 2010; Weber & Hsee, 2000). Thus, a manager demonstrating a dependent style may not necessarily indicate a lack of individual capability but rather an adaptive and culturally congruent strategy that values collaboration and shared responsibility, contrasting with cultures where autonomous decision-making is more heavily rewarded. Conversely, the Spontaneous and Avoidant styles were the least prevalent among the managers. The low incidence of the Avoidant style is a positive indicator for organizational agility, suggesting that managers generally do not shy away from or excessively delay critical decisions. While the spontaneous style, involving quick and impulsive decisions, was also less preferred, its presence suggests that managers might adopt this approach in specific situations requiring rapid response, such as crisis management in dynamic business environments, though it does not represent their habitual mode of operation.

Further analysis through hypothesis testing revealed how these decision-making styles are significantly influenced by demographic factors. Regarding the influence of age, a significant difference emerged specifically for the Rational decision-making style. Managers above 45 years age group demonstrated the highest preference for rationality, suggesting that this particular career stage might represent a peak in the application of systematic and logical decision processes. This aligns with research indicating that individuals in middle adulthood, benefiting from accumulated experience and stable cognitive functions, often exhibit robust analytical capabilities (Goll & Rasheed, 2005). Younger managers (below 25 years) showed a comparatively lower preference for rationality, which could be attributed to less accumulated professional experience, still developing their structured problem-solving skills, or a greater openness to more immediate approaches in early career stages. The absence of significant age-related differences for other styles suggests that while age impacts the preference for rationality, other stylistic preferences may be influenced by factors beyond age alone.

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The analysis of gender revealed significant differences for both Intuitive and Dependent decision-making styles. Female managers reported a higher preference for the Intuitive style compared to their male counterparts. This finding is consistent with some previous research suggesting that women may rely more on gut feelings, holistic assessments, and emotional cues in their decision processes (Pacini & Epstein, 1999). Such differences could stem from variations in information processing, levels of emotional intelligence, or even gender-role socialization patterns. More profoundly, female managers also exhibited a significantly higher preference for the Dependent style than male managers. This finding strongly resonates with studies conducted in collectivist cultural contexts, including those in South Asia, which indicate that female managers may show a greater propensity for seeking advice and fostering group consensus (Martinsons, 2006). This preference might reflect a cultural emphasis on collaboration, a strategic choice to build consensus within hierarchical structures, or a valuing of shared responsibility rather than an indication of a lack of individual autonomy. These gendered differences underscore the complex interplay of individual cognitive styles with broader socio-cultural norms.

The role of educational attainment also significantly influenced decision-making styles, particularly for Rational approaches. Managers holding a Post Graduation degree demonstrated a significantly higher preference for the Rational style compared to those with a Graduation degree. This finding robustly supports the widely accepted notion that higher formal education rigorously cultivates and reinforces analytical thinking, systematic problem-solving, and logical reasoning—all hallmarks of rational decision-making (Papadakis, Thanos & Barwise, 2010). Educational curricula at advanced levels typically emphasize critical analysis and evidence-based methodologies, thereby shaping a stronger inclination towards rationality.

Finally, the level of professional experience played a significant role, particularly in shaping the Dependent decision-making style. Managers with less than 5 years of experience exhibited the highest preference for the Dependent style, with this preference progressively decreasing as managers gained more experience (5-10 years, and especially more than 10 years). This finding is highly significant: early-career managers, still developing their expertise, navigating organizational norms, and building confidence in their judgment, naturally rely more heavily on

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external advice and guidance. This represents an adaptive learning strategy. As managers accumulate more experience and tacit knowledge, their self-reliance grows, leading to a diminished need for external dependence and an increased confidence in their own decision-making capabilities (Reed, 2007). The absence of significant differences for Rational, Intuitive, Avoidant, and Spontaneous styles across experience levels suggests that while professional tenure is crucial for fostering independence in decision-making, its primary influence, within this sample, is on the degree of external reliance rather than fundamentally altering the preferences for other core cognitive styles.

In synthesis, the study's findings collectively paint a comprehensive portrait of managerial decision-making, highlighting its complexity as a function of both inherent cognitive preferences and specific demographic attributes. The overarching preference for Rationality, complemented by Intuition, reflects a pragmatic approach to leadership that values both structured analysis and experienced judgment. The pervasive influence of the Dependent style (particularly shaped by gender, and professional experience), and Rational style (influenced by age and educational experience), powerfully underscores the impact of cultural context, developmental stages, and the increasing complexity of decision-making as one ascends the organizational hierarchy. These insights reinforce that decision-making styles are not static but are dynamically influenced by an individual's journey through their career and their interaction with broader societal and organizational environments.

Implications for Practice

The findings offer actionable insights for organizations aiming to cultivate effective managerial decision-making. Recognizing the strong preference for rational approaches, organizations should continue investing in training programs that hone analytical skills and data-driven problem-solving. Simultaneously, fostering an environment that encourages the development and trust of intuition through mentorship and reflective practices is crucial. The pronounced dependent style, particularly among certain demographic groups, highlights the need to cultivate a culture of collaborative decision-making, establishing clear channels for seeking and integrating diverse inputs, thereby leveraging collective intelligence without succumbing to decision paralysis. For

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early-career managers, targeted mentorship can build confidence and gradually transition them towards greater autonomy. Ultimately, nurturing a balanced and adaptive decision-making approach, where managers can judiciously apply different styles based on situational demands, individual strengths, and cultural context, will significantly enhance organizational effectiveness and leadership capabilities.

Conclusion

This study successfully elucidated the descriptive prevalence of managerial decision-making styles and their significant associations with age, gender, educational attainment, and professional experience among a sample of managers. The findings underscore a primary reliance on Rational and Intuitive approaches, coupled with a notable degree of rational and dependent decision-making influenced by demographic factors. By providing an integrated analysis of these complex relationships, this research contributes meaningfully to both academic understanding and offers actionable insights for organizations seeking to optimize leadership development and foster more effective decision-making practices in today's dynamic workplace.

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International Journal of Economic Perspectives, 19 (11) 01-1942

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